

# Housing Management Bulletin



No. 5

MANAGEMENT DIVISION  
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

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LIBRARY  
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## WHAT THE DIVISION IS DOING

### Special Committee

On June 30 and July 1, two of the warmest days of Washington's famous summer weather, the Management Division's special Committee on the USHA Management Manual met in the Association's Washington office to review a manual draft, section by section and page by page. The recently appointed Committee is headed by Chairman Creighton of the Division and its Secretary is Vice-Chairman Paul L. Stannard. Its other members are John A. Kervick of Elizabeth (New Jersey), a member of the Division's Executive Council; John J. MacGathan of Schenectady (New York); and Lawrence M. Cox of Norfolk (Virginia). Although small enough for active, intensive work, it represents a very considerable range of management experience and type of program.

### USHA Revising and Correlating

For some months past the USHA has been engaged in the tremendous job of bringing together, revising, and correlating all of its Bulletins on Policy and Procedure, special publications, and pertinent materials assembled from study and experience on the dozens of subjects on which it receives inquiries from local authority and other responsible officials. In draft form this manual on the USHA-Local Authority program has been divided into four sections: general administration, design, accounting, and management.

Administrator Straus asked officers of the Division to review the current draft of the management manual. After a preliminary reading it was recommended that the deadline be postponed to allow adequate criticism and report by a properly representative committee. Mr. Straus readily agreed to this proposal and the special Division Committee was set up and started to work at once.

### 18-Page Report Compiled

After the meeting ended on July 1, Chair-

men Creighton and Secretary Stannard stayed in Washington to Dictate an 18-page first draft of the Committee's report. It is now being considered by the other members, who will send in suggested revisions or additions this week. On July 14 the Committee's officers and the Division's Executive Secretary will meet again in Washington to put the report in final shape and to submit it to Mr. Straus by the date agreed upon, July 16.

The report will include comments on basic philosophies and policies directly affecting management methods, suggestions on organization of the manual, and specific criticisms on management practice and procedures. So important is this proposed manual to the development of management in the public housing program and so varied are the Committee's comments and suggestions that its report will offer to make available to USHA officers the services of one or more of the Committee's members in interpreting and applying its recommendations.

### Management Training Institute

As another current Division activity, plans for a West Coast housing management institute under the joint sponsorship of the Management Division, NAHO's West Coast Regional Council, and the Region VII office of USHA are being developed. If proposals meet with the approval of the local authorities concerned, Mr. Abraham Goldfeld, now lecturing at the University of California in Berkeley, will conduct the institute some time during August.

Also, the Committee on Training has been attempting for the past several months to have housing management training included in the national defense training program which the United States Office of Education is sponsoring. Chairman Goldfeld of this

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Committee hopes to have definite results on this before long.

### Tenants' Homemaking Library

The 50-pamphlet kit assembled by the Division's Joint Subcommittee on Household Management with the Committee on the Hygiene of Housing of the American Public Health Association has been one of the most enthusiastically received efforts of the Association in some time. Ever since its distribution early in June, letters of approval have been coming in to us expressing the general opinion that the Library represents an outstandingly careful, thorough, and effective piece of committee work.

Two other Committees, the Committee on Measurement Methods and Uniform Records for Management and Maintenance and the Committee on the Social Effects of Housing, have work under way which they expect to report on more fully within the next month or so. A meeting of the Executive Council of the Division has been set for July 30 in Cleveland.

### Management and Defense

Two more veteran Division members have gone into active defense housing jobs within the past month or two. Miss Gladys LaFetra, formerly Buildings Manager, Red Hook Houses, New York City, is now Executive Director of the National Committee on the Housing Emergency and Mr. Joseph P. Anderson, formerly Tenant Selection Supervisor of the Housing Authority of the City of Pittsburgh, is now Director of Tenant Selection and Renting for the Defense Housing Division of the Federal Works Agency. FWA reports that they now have 51 men engaged in management of defense housing projects directly for them. The BULLETIN hopes to be able to run a detailed story of the FWA management program in the near future.

## ***The Relation of Management and Tenant in Public Housing is Based on Mutual Trust and Cooperation***

### Management's Responsibility

To provide economical management to insure the tenants all the privileges set forth in the lease.

To keep the rents at levels necessary to meet the needs of those families in the lowest income group whose circumstances prevent them from obtaining, decent, safe and sanitary housing elsewhere.

To make prompt repairs to the property caused by ordinary wear and tear.

To instruct the Tenant in the economical and intelligent use of his home and its equipment.

To allow every tenant adequate privacy and peaceful possession in the occupancy of his home.

To cooperate with tenants in securing private homes when their incomes fortunately increase above project limits, or unfortunately decrease so that they can no longer pay. To guard against admitting tenants whose presence would endanger the reputation of the community.

To assist in making community facilities available to the tenants for social and recreational purposes.

### Tenant's Responsibility

To realize that rents are based on actual cost without a cent of profit, and must be paid promptly.

To care for his home as his own, keeping in mind that no provision has been made for waste in heat, gas, water and electricity.

To avoid damage to the equipment, buildings and grounds.

To keep walls, ceilings, floors, cabinets and utilities in clean and sanitary condition at all times.

To maintain front, side and rear yards as assigned, and keep windows, grounds, walks, garbage cans, etc., clean and orderly.

To report promptly any damage or defect of any nature in building or equipment.

To bear in mind that the success of public housing is dependent as much upon the conduct of the Tenant as the ability of the Management.

To remember that a housing project is an intimate association of neighbors dependent upon one another for privacy and happy relationships.

*The Above from the Tenant Hand Book  
of Colonel John Warner Homes, Peoria*

### THE MASTHEAD

.... is one of the play areas of Pennington Court in Newark (New Jersey), the project selected by USHA as a model of our-door cleanliness (see next page).

### CORRECTION

MANAGEMENT TRAINING BIBLIOGRAPHY prepared by USHA, (0192 on NAHO's publications list) lists an item now out of print: No. 4 under II, 1995 Paint Questions Answered.



## KEEPING A PROJECT CLEAN

By

Ellsworth J. Sweeney, Manager  
Pennington Court, Newark, New Jersey

According to *The Reviewing Desk*, newsletter of the Newark Housing Authority's Tenant Relations Department, its first project, 236-unit Pennington Court, has been selected by USHA as a demonstration center and model for outdoor cleanliness and garbage and refuse disposal. Hoping that a description of how such a model system works might be of interest to other managers, the BULLETIN requested the project manager to write a short account of the methods responsible for these results.

Cooperation, hard work and constant vigilance are the recipe we have for keeping Pennington Court a model project for outdoor cleanliness and for garbage and refuse disposal. Since the project, the first of six sponsored by the Authority, was fully occupied in April, 1940, we have had the hearty cooperation of the tenants in keeping it clean inside and out. This cooperation springs primarily from the tenants themselves, who are proud of their new homes, as evidenced by the visits they encourage and receive from relatives and friends. The need of this cooperation to maintain the low-rent character of the project was, of course, impressed on them before and after admittance.

In the matter of outdoor cleanliness, the tenants clean the entrances to their stairwells and the walks adjacent to the entrances, as well as the drying areas in each of the courts. Adults and children pick up litter on the grass areas and deposit it in litter cans conveniently placed in each court. Other outdoor litter in the parking areas, the play spaces and the landscaped entrances to the project is picked up by the maintenance laborers.

Garbage and rubbish originating indoors is disposed of by incineration. Each of the four buildings in the project (236 units) has eight incinerators, with openings on each of the three floors. Tenants have been instructed to drain their garbage, wrap it in small compact packages and deposit it in the conveniently placed hoppers. The incinerators are fired at night. Ashes are removed by the maintenance laborers in the morning, placed in cans and put out for the city collectors. Collections are made three times a week in Newark and the collectors are careful about dumping the cans and replacing them on the walks. Cans are cleaned and aired before they are returned to the incinerator rooms.

The maintenance staff does most of the hard work of keeping the project spic and span and the manager has to supply the constant vigilance. The chief difficulty in keeping the outdoor areas free of litter arises outside the project -- from the throwing of newspapers, cigarette and candy wrappers and other trash into the streets by pedestrians and motorists. This waste is then blown into the project by wind or the air currents set up by speeding motor traffic. This difficulty is one that will not be overcome until the American public becomes litter conscious and insists on the streets being kept as clean as most of our housing projects.

## WE PRESENT

The BULLETIN plans to run monthly short biographical sketches, with accompanying photographs, of the Division's officers and Executive Council members. We begin the series with Chairman R.K. Creighton, whose picture appeared in the May issues of both the BULLETIN and NAHO NEWS.

Chairman Creighton is a southerner by birth, by education, and through both his business and housing experience. He was born and grew up in Rock Hill, South Carolina; he attended the University of South Carolina and the Georgia School of Technology. His pre-housing experience was four years in cotton mill and commercial bank bookkeeping, three years in public accounting, six years with General Motors Management Service, five years in private business management. In line of all these duties, Mr. Creighton has lived in Rock Hill, three times in Charlotte, in Atlanta, three times in Washington, D.C., in New York City, in Philadelphia, and in Norfolk, Virginia.

In 1936 Mr. Creighton began his housing career. At that time he was appointed Housing Survey Director and Acting Executive Director of the Housing Authority of the City of Wilmington, North Carolina. Then in September of 1938 he went to Raleigh, North Carolina, as Secretary and Executive Director of the Authority there, where he has been ever since in that same capacity.

Of management in general, Mr. Creighton says: "My experience to date has proven to me that housing projects are only tools to do a job with human beings--of course the tools must be kept sharpened and in workable condition, but any concept of public housing management must not, if success is desired, magnify the importance of a clean and complete tool-box to the extent of forgetting the real job of human relations."



## HINTS TO THE HOUSING MANAGER

### LAUNDRIMATIC

► At Julia Lathrop Homes in Chicago the management has installed a Laundromatic--a machine that will wash up to nine pounds of dry clothes, rinse them three times, and damp dry them ready to hang in the drying room, all automatically. The user gets all this service for 10¢ and it completes a full cycle in 33 minutes. After the machine has been started by insertion of the coin, the user can leave the laundry and spend the intervening half hour at some other task, returning to have the completed laundry ready for hanging. It is stated that if the tenants find the service satisfactory, additional machines will be installed by the same company, the Chicago Coin Meter Laundromatic.

### RECOMMENDED CLEANER

► After much experimentation by the management and maintenance staffs of the Pittsburgh Authority to find a cleaner for walls, window shades, rugs, etc., the one they consider the least injurious to paint and least expensive is Krystal Kleaner, obtainable from the C. C. Keck Company, 301 Market Street, Pittsburgh.

### RED CROSS

► Less than a month after partial tenanting of the Mulford Gardens project in Yonkers (New York), Red Cross work was chosen by popular vote as the project's first community activity. Within a week the Red Cross had three sewing machines at the project on a loan basis and had supplied the group with sewing and knitting materials. In the eight months since that time, 2000 woolen and cotton garments have been cut, sewed, and folded by the group and approximately 100 articles have been knitted.

In addition, a surgical dressing class that meets weekly on the project has within a little over two months completed some 2000 dressings. And the project's Junior Red Cross group has made 500 bands and stuffed and covered 24 pillows. Moreover, during the Red Cross Annual Roll Call, project tenants in a door-to-door canvass contributed \$25 to the cause.

### PRE-SCHOOL CENTERS

► A plan for pre-school centers in all the Cleveland public housing estates is being worked out by the Cleveland Metropolitan Housing Authority in cooperation with the Cleveland Foundation, the Cleveland Board of Education, and WPA.

### PUBLIC HEALTH

► The symptoms, preventives, and curative treatment of the more common and dangerous contagious diseases and of other common ailments were summarized briefly in the health column of the June Techwood News, the monthly tenant paper of Techwood-Clark Howell Homes in Atlanta. Stress was placed on the importance of preventing spread of the diseases and of early diagnosis and treatment of cases, all of which is felt to be valuable educational material for any public housing project where there are always many children and where ignorance of such basic facts may have serious effects.

### LAWN CARE

► The management of Tasker Homes in Philadelphia, in an effort to enlist tenant cooperation in maintaining newly planted grass, distributed two pamphlets to its tenants. One was a printed folder indicating that within a few days a landscape contractor would be planting grass seed and asking that tenants keep

out of their back yards as much as possible for a two-week period and observe other helpful precautions. The second folder was a mimeographed and illustrated warning to tenants against attempting any care of lawns while the contractor was in charge; against planting flowers, erecting fences, etc., until lawns were seeded; and against littering up the yards or trampling them. "Remember," the management said in the leaflet, "Grass is almost human. Don't annoy it! Don't starve it! And don't push it around!"

### A BRITISH DEVICE

► Many British public housing estates use calendars as a medium for keeping their regulations before tenants. Of the several that NAHO has seen, all of them follow about the same plan--each month's calendar is on a separate sheet; each sheet is cut a different length so that index tabs at the bottom are made available for imprinting the names of the months and some general management title, as "Terms of Tenancy," "Gardening Notes," "House Decoration and Needs." On the body of the sheet there usually appear the month's calendar, a photographic illustration, a series of 8 or 10 rules under the general classification shown on the index tab, and 3 or 4 advertisements. Thus the calendars, in addition to their normal function, serve a multiple purpose--greetings from management to tenant, guides on project regulations, sources of revenue through advertising.

### STAFF NEWSPAPER

► The Tenant Relations staff of the Newark Authority publishes its own paper, merely, they say, through "our own desire for more information on what's going on in Housing."